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To: Joint Conference Committee (JCC) Members

From: Sara Levin, Senior Medical Director, CCHP Clinical Operations

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Subject: Clinical Operations Update

The purpose of this report is to provide the Joint Conference Committee with a high-level overview of activities within CCHP's Clinical Operations Department including current and future initiatives and priorities, recent successes and ongoing challenges. The intent is to ensure that the JCC Members and the Board of Supervisors are informed and empowered with the necessary information to fulfill their oversight advisory role as our governing board.

Clinical Operations Department

The Clinical Operations Department of Contra Costa Health Plan (CCHP) plays a critical role in ensuring that the delivery and oversight of clinical care and services to our members meet the highest standards of quality, safety, and continuous improvement. This department encompasses Utilization Management, Appeals and Grievances, Case Management, Behavioral Health, CalAIM, Clinical Quality and Auditing, Pharmacy, and the Advice Nurse Unit.

Current Priorities and In-Progress Work

Key departmental initiatives include but are not limited to 1) the development of Chronic Disease Management Programs; 2) Collaborations across clinical operations departments and with IT and Business Intelligence partners to improve care access, quality, and value through analysis and strategic planning related to utilization of inpatient care, emergency services, and long-term care. These initiatives aim to enhance early intervention, disease prevention, and reduce morbidity and mortality through timely and appropriate care access.

All departments in Clinical Operations are actively engaged in preparation for key regulatory and accreditation activities, including Dual-Eligible Special Needs Plan (D-SNP) implementation, Department of Health Care Services (DHCS) audit readiness, and National Committee for Quality Assurance (NCQA) accreditation efforts.

Key Accomplishments and Highlights:

- The CalAIM Department launched a 9-part training series for Enhanced Care Management (ECM) providers, featuring expert presenters from community partner organizations. This initiative supports DHCS requirements and broadens education for community stakeholders.
- Clinical Operations teams are leveraging D-SNP implementation as a platform to enhance data accuracy and usability in collaboration with CCHP's IT and Business Intelligence departments. These efforts are aimed at strengthening decision-making, priority-setting, and resource allocation.
- The Behavioral Health Department has successfully completed a DHCS Corrective Action Plan initiated in October 2024. Key outcomes include coordinated specialty mental health services for 1,333 patients, 401 patient transitions between specialty and non-specialty mental health care, and transitional services for 887 members.
- The Utilization Management (UM) Department launched tools such as the CPT Search Tool and System-Level Authorization Tool to improve access to timely authorizations for both providers and members.
- The Case Management (CM) Department deployed a new Care Management platform to enhance the quality and consistency of the provision of case management services to our members. This ccLink/EPIC integrated platform will also greatly improve the care coordination and communication with our delivery network partners and providers.
- Two recent initiatives launched that highlight the collaborative efforts across CCHP departments and with our provider networks. These initiatives are the Long-Term Care (LTC) workgroup and the Emergency Department Utilization workgroup. The Long-Term Care workgroup will be addressing the critical role that CCHP has to ensure that one of our most vulnerable member groups, members requiring 24/7 LTC, can receive that care in the community setting rather than in an institutional setting. This work group includes members from our UM, CM, CalAIM, Claims and Provider Relations departments. The second launch initiative is an Emergency Department Utilization workgroup. This workgroup will analyze, address, and reduce avoidable emergency department utilization across Contra Costa Health Plan (CCHP) membership

Ongoing Challenges:

Staffing

Recruiting and retaining qualified staff to meet rising membership, service demands, and regulatory obligations. We currently have staffing gaps in:

- a. Advice Nurse Unit impacting call response times.
- b. Case Management Unit impacts our capacity to provide timely and comprehensive CM and Transitional Care Services (TCS) to our members who are in high-risk groups and require these services to be offered within specific timelines.
- c. CalAIM department which has an impact on our capacity to carry out essential functions necessary to maintain and provide oversight to our ECM and Community Supports provider network.
- d. UM department which has an impact on the capacity to maintain consistent compliance with our contractual obligations and quality goals for ensuring timely utilization reviews and authorizations. We are actively engaged with Personnel to aggressively hire and recruit additional team members.

Organizational Change Management

Managing organizational change associated with upcoming structural changes in the Utilization Management and Advice Nurse Unit (ANU) departments.

CCHP Clinical Ops leadership is progressing towards implementing structural changes that involve:

- a. How the daily body of work is organized and assigned within our UM department
- b. Standardizing the work shifts in the ANU, a critical unit providing 24/7 services to our members and community.

We are engaging with the staff of these units and our labor partners in moving these changes forward with the intent to improving quality, efficiency and consistency in the services that these units provide to our members and communities.

Future Quarter Priorities

Audit Readiness

- Completion of the key components of the Corrective Action Plan issued at 2024 DHCS audit
- Implementing policy and procedures revisions to address prior findings
- Expanded internal monitoring and auditing activities
- Conduct mock audits in preparation for upcoming audit

CarePlus (D-SNP HMO) Implementation

- Continue to work with our Subject Matter Expert (SME) consultants with Optum and HMA to finalize policies and procedures, reporting and other operational changes that must occur with D-SNP implementation
- Develop and refine core processes for Clinical Operations Units as relates to delivery of D-SNP service line

Organizational Change Management

- Continue working with our staff and labor partners to move forward structural reorganizations of key departments.
- Support opportunities for professional development to grow expertise and leadership potential in our units.

Enhance Operational Efficiencies

Invest in tools and workflow improvements (e.g. WellSky platform implementation for LTC facilities; InterQual expansion for Inter-Rater Reliability) to optimize limited staff capacity.